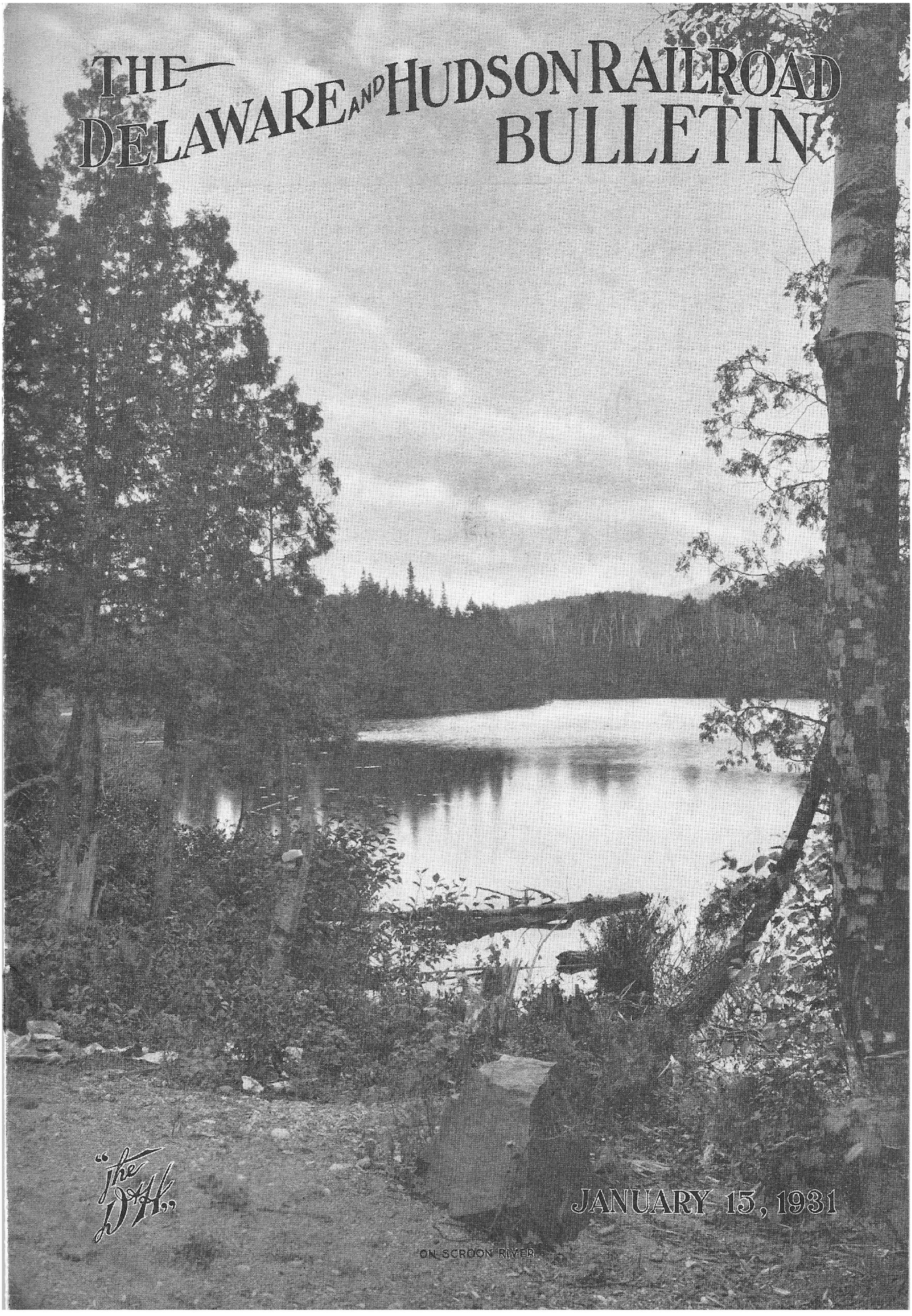
THE DELAWARE AND HUDSON RAILROAD BULLETIN



"The D&H"

ON SCROON RIVER

JANUARY 15, 1931

Difficulties

THE harder the thing is to do,
The greater the joy when it's done;
The farther the goal is from you
The sweeter the thrill when it's won.

The deeper the problem the more
Is the joy when you've puzzled it out;
The seas that run farthest from shore
Are only for ships that are stout.

Men weary of lessons they've learned
And tire of the tasks they can do;
Life, it seems, is forever concerned
With blazing a path to the new.

So stand to the worry and care,
Everlastingly keep going on;
The greater the burden you bear,
The greater the joy when it's done.

—*Youngstown Bulletin.*

"The D&H" The DELAWARE AND HUDSON RAILROAD CORPORATION "The D&H"

BULLETIN

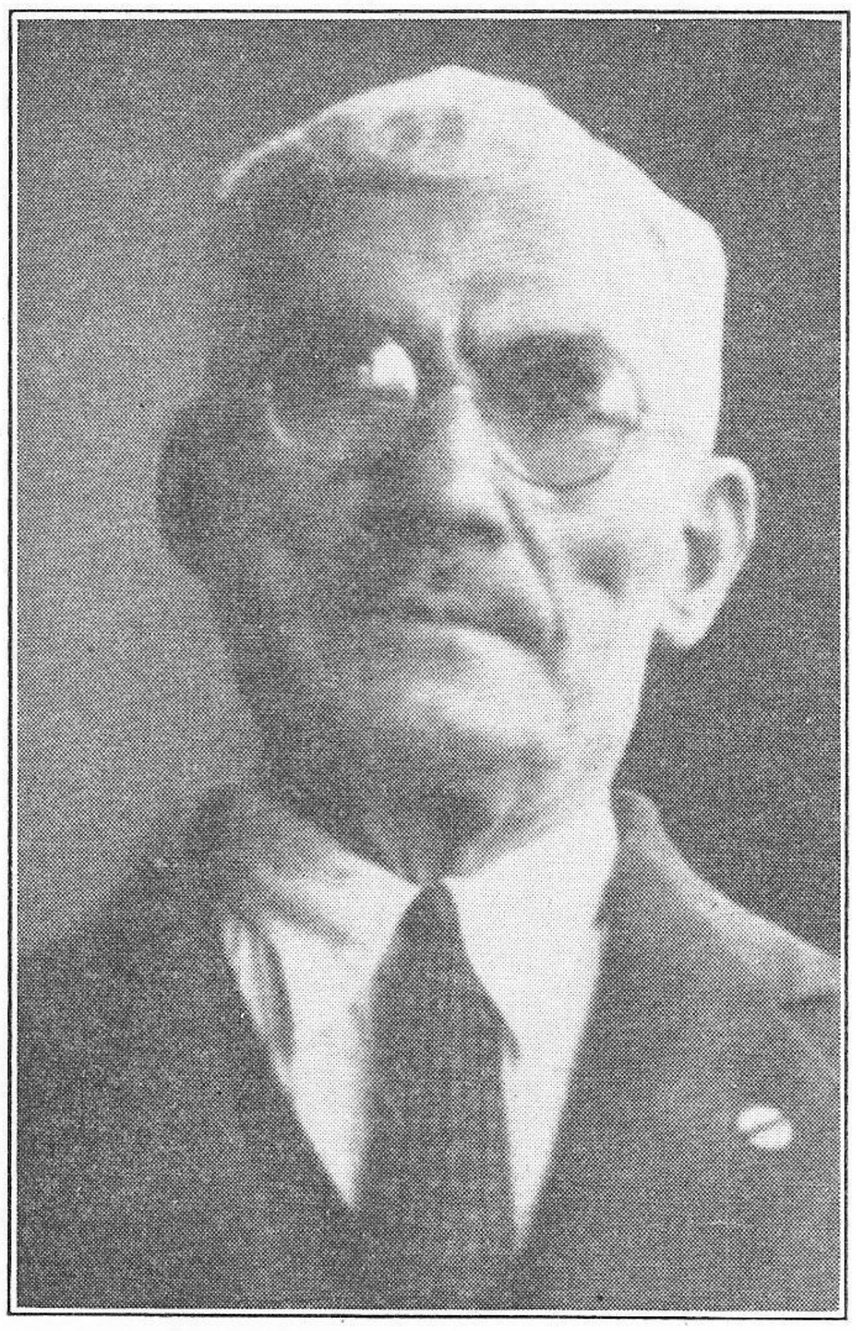
Vol. 11 Albany, N. Y., January 15, 1931 No. 2

Installed Flues in Record Time

Former Water Boy on Section Gang Long a Boilermaker at Carbondale Roundhouse

SLIGHTLY over fifty years ago a sixteen year old boy, who had been born and raised at Sanfili, Provincia D'Cosenza, Italy, began to dream of some day leaving the farm on which he lived and sailing for America. Many of his father's friends who had already gone to "The Land of Promise" across the Atlantic, wrote back that it was all they had hoped, and more. While the boy's family was in no way worse off than those of thousands of other Italian peasants, this lad, GIOVANNI SANTANNA, did not care to follow his father's occupation of farmer and wood carver.

One day the opportunity came. Some friends who were coming to America offered to lend him the money necessary for the passage, and a short time later he landed in New York City. The men he came with, however, had already obtained work in this country, while he had no position, nor could he speak a word of English. One by one his friends left him until by nightfall of a cold December day, he was entirely alone.



JOHN SANTANNA

That night he sat down on a park bench and finally became so drowsy that he took off his shoes and dropped to sleep. The following morning he awoke to find that during the night someone had taken his shoes, leaving him with nothing but a pair of stockings to protect his feet from the cold sidewalks.

After spending his last five Italian lire ($1.00) for a piece of bread and a pair of shoes, he managed to locate the Italian Consul who provided him with food and a place to sleep for several days. Later some of his friends returned to tell him that they had a job for him at Lancaster, N. Y., in a construction gang building a new railroad. On account of his youth, JOHN was made water boy for the gang in which his friends were employed.

When that project was completed they all found work with another contractor building a second rail line. One job followed another until he was finally made foreman of a section gang on the Rochester and Pittsburgh Railroad (now a part of the Buffalo, Rochester, and Pittsburgh) at West Falls, N. Y.

When winter weather necessitated the postponement of further work until spring, JOHN came east to Herrick Center, Penna., on The Delaware and Hudson's line, where he obtained work on the new railroad near Mayfield. On account of his previous experience in handling men, he was shortly thereafter made foreman, in which position he con-

tinued until 1893 when he resigned to take up his duties as a "man under instruction" in the roundhouse at Carbondale.

The title "man under instruction" was somewhat similar to that of "apprentice" except for the fact that he was required to do a little of the work of all the different employees in the roundhouse. After two months his pay was increased and he was permanently assigned to the work of installing flues in locomotives. He liked this work so well that he continued as a boilermaker for the balance of his period of employment with The Delaware and Hudson.

MR. SANTANNA recalls with particular pride an instance when a Delaware and Hudson locomotive was sold to a western road. The Master Mechanic asked JOSEPH KEEFER and MR. SANTANNA to have the engine ready for shipment within three days. They worked on the locomotive for 23 hours, installing a complete set of 185 flues. When they were finished, the Master Mechanic was so pleased at getting it ready in less than scheduled time that he gave both of them an extra day's pay.

In 1921, MR. SANTANNA was obliged to retire on account of failing health. Since that time he has continued to reside in Carbondale except for a short time he spent visiting friends in Italy. MR. SANTANNA has eight children, four girls and four boys, six of whom are married.

"Just Like Me!"

HOMER, the erstwhile Pilgrim, observed one day the King's sons in the royal gardens. Cheerily they labored, some planting, some plowing, some building, some making better tools. But there was one who sat apart with idle hands and a gloomy brow.

"Why does not yonder Prince work with you?" asked the Pilgrim cordially of the nearest Prince.

"Oh, he is in prison," said the Prince.

"In prison?" exclaimed the Pilgrim in surprise. "But I see no walls."

"Nevertheless, he is in bonds," said the Prince again.

"But I see no chains," said the Pilgrim.

"Ask him, and learn," suggested the Prince.

So the Pilgrim approached the idle one.

"Oh, Prince," ventured the Pilgrim, "Why do you sit idle when all your brothers work?"

"I am in prison," replied the dejected son of royalty.

"I see no walls," said the Pilgrim.

"No walls!" exclaimed the Prince in apparent astonishment. "Look you how they rise up, black on every side. I see you dimly through the grating, but I cannot get out. And look, how my hands are bound!"

"I see no chains," quickly replied the Pilgrim, consolingly.

"No chains! Why, look you, I cannot even lift my hands. But that is a part of my burden. No one sees, but I know the weight of my chains, and the strength of these walls."

The Pilgrim turned away perplexed, wondering if the idle Prince were not beside himself.

"No," said another Prince, "he is not beside himself; he hath his right mind. And he is indeed in prison. He worshipeth the god of fear. He hath built the walls and forged the chains about him, and none but he can tear down the walls and loose the chains. The name of his prison is Despondency, and the name of his chain is Fear. Howbeit, he is a Prince, one of royal blood, and when he so will, he hath power to cast aside the chains and break down the walls, and come into his full heritage of a prince."—*Rays of Sunshine*.

This "Young" World

A SCIENTIST, with a bent for philosophy, recently observed that we live in an interesting young world.

Most of us think we live in an old world, which has been completely explored. The prospect of adventure into the unknown seems to have been denied us.

How far from the truth this is will be revealed to those who look into the accomplishments of modern science. Exploration into the unknown is now the daily privilege of men who work with microscopes and telescopes.

Alexander moaned because he had no other worlds to conquer.

Every field of science now presents limitless opportunities for study, observation and conquest.

Columbus sailed west and discovered a new continent.

Great as was Columbus' achievement it was no grander than the discovery of radio activity.

Opportunities for young men who want to do something new are more numerous right now than ever before in the history of the world.—*Through the Meshes*.

IN MEMORIAM

A.D. 1930

"Upon the roster of the days their names are missing.
The New Year enters and records them not"
—Selected.

MORE enduring than the roster is the heartholding of their coworkers and friends and tho the roster lacks 181 names our hearts cherish memories of their lives and efforts as inspirations.

J. T. Loree
VICE PRESIDENT AND GENERAL MANAGER

The Roll

NAME	OCCUPATION	LOCATION	DATE ENTERED	DATE DIED
Adey, William H.	Civil Engineer	Albany	Mar. 26, 1899	May 17
Albanese, Domenico F.	Stationary Fireman	Delanson	Apr. 13, 1911	Mar. 6
Alger, William F.	Trackman	Riverside	May 15, 1919	Apr. 26
Anderson, John	Cr. Watchman	Cohoes	Aug. 1, 1923	July 28
Armstrong, Charles W.	Telegrapher-Clerk	Bainbridge	Dec. 20, 1912	Oct. 21
Baird, John	Laborer	Oneonta	May 1, 1886	June 4
Barnes, Cecil H.	Fireman	Oneonta	Aug. 28, 1914	Apr. 5
Bartley, George R.	Agent-Telgrapher	Clemons	Jan. 3, 1907	July 14
Batchelder, Willis D.	Conductor	Rouses Point	Feb. 1, 1894	Nov. 6
Belgard, Domonick,	Engineer	Plattsburg	Apr. 1, 1901	Aug. 2
Bellanger, Joseph (P)	Cr. Watchman	Cohoes	May 1, 1910	June 28
Benson, John F.	Assistant Collector	Watervliet	Apr. 13, 1920	Dec. 30
Bolster, John C. (P)	Conductor	Saratoga Division	Sept. 15, 1873	Jan. 12
Bowen, Joseph C.	Asst. Gen. Accoun't	New York Office	Oct. 15, 1928	Apr. 4
Bowes, Harry	Engineer	Rouses Point	Nov. 5, 1906	Nov. 20
Bradshaw, Michael F.	Hostler	Whitehall	June 1, 1901	Mar. 12
Bradt, William L. (P)	Conductor	Oneonta	Oct. 1, 1873	Feb. 12
Bradt, Zadok	Cr. Watchman	Altamont	July 8, 1917	Aug. 22
Brischetto, Alfred	Trackman	Oneonta	Mar. 4, 1922	Sept. 9
Brown, John L.	Agent-Telegrapher	North Creek	Oct. 15, 1890	Dec. 14
Bugbee, Elmer A.	Mason Foreman	Oneonta	Apr. 27, 1895	Feb. 9
Burke, John M. (P)	Ticket Agent	Saratoga	Mar. 1, 1881	June 16
Burke, Martin T.	Trainman	Wilkes-Barre	Jan. 19, 1905	June 5
Burnham, Lemuel J.	Loco. Oiler	Rouses Point	July 19, 1919	Oct. 23
Cain, Jesse E.	Material Man	Oneonta	Aug. 15, 1924	Dec. 24
Calkins, Alvin W.	Storeman	Wilkes-Barre	Aug. 18, 1926	Nov. 21

The Roll

(Continued)

NAME	OCCUPATION	LOCATION	DATE ENTERED	DATE DIED
Campochiare, Angelo	Trackman	Schenectady	Aug. 14, 1928	Apr. 21
Cannon, James J. (P)	Flagman	Cohoes	Dec. 1, 1911	Sept. 8
Carlson, Christopher	Engineer	Penn. Division	Apr. 4, 1882	Mar. 24
Cenname, Frank	Cr. Watchman	West Pawlet	May 5, 1901	Sept. 18
Cole, John H. (P)	Telegrapher	Susq. Division	Sept. 1, 1893	Apr. 12
Compton, Charles	Conductor	Whitehall	Aug. 31, 1903	Sept. 11
Coons, William	Rock Cut Watch'n	Delmar	Aug. 16, 1910	July 4
Cornell, Daniel	Sectionman	South Albany	Dec. 1, 1894	Dec. 19
Cowles, Frank H. (P)	Carpenter	Carbondale	July 1, 1886	Sept. 9
Crannell, Warren	Cook	Carbondale	Nov. 10, 1920	Sept. 12
Cundy, Reginald	Trainman	Susq. Division	Dec. 12, 1911	Feb. 24
Curran, Thomas	Cr. Watchman	Albany	July 2, 1926	Sept. 6
Curtis, Charles H.	Agent	Port Kent	Sept. 7, 1890	Nov. 17
Cutter, Eugene	Trainman	Wilkes-Barre	July 1, 1903	July 16
Davis, George F.	Cr. Watchman	Green Ridge	June 19, 1919	Feb. 16
Delello, Joseph (P)	Cr. Flagman	Afton	Oct. 1, 1893	Mar. 18
Devaney, Thomas	Cr. Watchman	Albany	Aug. 1, 1917	June 24
Dillon, Michael J.	Check Room Atten't	Colonie R. H.	Aug. 20, 1918	Mar. 31
Dimock, Wallace W. (P)	Trainman	Carbondale	Mar. 1, 1862	Mar. 1
Donovan, David	Cr. Watchman	Cohoes	Jan. 1, 1920	Apr. 29
Dougherty, William H. (P)	Switchtender	Oneonta	Dec. 1, 1904	Oct. 21
Dow, Charles (P)	Engineer	Carbondale	June 1, 1881	Apr. 12
Dowd, Christopher B.	Flagman	Cohoes	Apr. 8, 1919	Feb. 5
Dunlavy, James J.	Trainman	Wilkes-Barre	Aug. 3, 1900	June 6
Eddy, Daniel	Engineer	Champlain Division	Aug. 1, 1906	Feb. 17
Edleman, Philip H.	Conductor	Oneonta	July 2, 1887	Oct. 6
Elegy, Stephen	Conductor	Carbondale	Aug. 17, 1907	Mar. 16
Ellis, William	Waiter	Albany	June 27, 1920	Dec. 12
Empie, John S.	Agent	Delanson	Jan. 1, 1887	May 29
Ernest, William H.	Truck Repr. Helper	Colonie Shops	Apr. 18, 1923	Nov. 3
Fitzpatrick, Edward J.	Engineer	Saratoga Division	June 1, 1887	Apr. 3
Fitzsimons, James	G. C. F. & P. Agt.	Montreal	Nov. 4, 1888	Apr. 22
Fuller, Verne	Cr. Watchman	Binghamton	Apr. 18, 1892	Apr. 28
Gardeneer, Phillip (P)	Caller and Trucker	Albany	Sept. 1, 1911	June 14
Gardenere, Henry N.	Cr. Watchman	Bainbridge	Nov. 1, 1926	Sept. 26
Garveto, Pompa	Trackman	Lake George	Aug. 4, 1905	July 3
Gibbs, Richard	Mason Foreman	Carbondale	Nov. 1, 1919	Jan. 29
Grant, Stanley	Trackman	Oneonta	Feb. 12, 1924	June 1
Grosfant, Orin B.	Yard Conductor	Susq. Division	Oct. 18, 1893	Mar. 29
Guiliani, Enrico	Trucker	Mechanicville	Sept. 1, 1928	Sept. 10
Haines, Christian	Ex. Cr. Watchman	Parsons	June 17, 1929	Apr. 22
Halczak, Wasil	Cr. Watchman	Mayfield	Aug. 1, 1918	May 22
Harrigan, James J.	Trainman	Colonie	Oct. 15, 1881	May 18
Hayes, Charles A.	Loco. Oiler	Plattsburg	May 1, 1918	Apr. 18
Hayes, Michael J.	Trainman	Oneonta	Jan. 12, 1918	Mar. 10
Holmes, David B. (P)	Engineer	Susq. Division	Dec. 1, 1883	Oct. 17
Howland, John	Trackman	Cobleskill	Aug. 19, 1927	Mar. 27
Hurst, Howard G.	Trainman	Oneonta	June 26, 1917	Dec. 11
Jacobson, Martin L. (P)	Cr. Watchman	Bainbridge	May 1, 1887	Dec. 18
Jordan, Thomas P.	Trainman	Penn. Division	Dec. 2, 1904	June 6
Kane, Frank	Clerk	Albany	Sept. 20, 1883	Apr. 18
Kane, Martin	Custodian of Bldg.	Albany	Oct. 21, 1872	May 14
Kasaczon, Violet C.	Stenographer	Scranton	Jan. 23, 1922	Feb. 12

The Roll

(Continued)

NAME	OCCUPATION	LOCATION	DATE ENTERED	DATE DIED
Kelleher, Daniel C.	Cr. Watchman	Glens Falls	June 17, 1919	Feb. 4
Keller, George A.	Special Agent	Albany	Mar. 1, 1881	Dec. 11
Kelly, James	Cr. Watchman	Green Ridge	Nov. 9, 1924	Feb. 8
King, John (P)	Flagman	Saratoga	June 1, 1903	Aug. 24
Knapp, Willard	Road Hostler	Oneonta	Oct. 1, 1913	May 27
Knight, William H.	Janitor	Scranton	Mar. 7, 1927	Oct. 7
Kniskern, Amos A. (P)	Carpenter	Susq. Division	June 1, 1872	Nov. 26
Laruffa, Anthony	Ex. Cr. Watchman	Moosic	Oct. 6, 1929	Mar. 27
Lawson, Joseph	Pipe Machine Oper.	Oneonta	Dec. 3, 1917	Sept. 13
Leach, Benjamin (P)	M. C. Watchman	Mayfield	Jan. 1, 1888	Dec. 22
Lewsley, Charles	Engineer	Carbondale	May 1, 1904	Apr. 6
Lonergan, William F.	Punch & Sh'r Oper.	Colonie Shops	May 2, 1889	July 22
Lord, Thomas	Trainman	Oneonta	May 1, 1886	Apr. 24
Loudon, William	Cr. Watchman	Albany	Jan. 1, 1900	Jan. 9
Lycett, John	Cr. Watchman	Saratoga	Dec. 6, 1918	Mar. 8
Lyman, Peter W.	Scrap Sorter	Colonie	Nov. 24, 1922	Sept. 23
Lynn, James	Cr. Watchman	Archbald	Mar. 1, 1924	Mar. 15
Lyttle, James (P)	Car Inspector	Mechanicville	June 1, 1887	Apr. 25
Mackenzie, William	Chief Clerk	Colonie Shops	Sept. 1, 1883	Apr. 2
Malenski, Steve	Machinist Helper	Colonie Shops	July 15, 1925	May 17
Maloney, Stephen F.	Foreman	Albany	May 1, 1888	Mar. 14
Maloy, Charles D.	Trainman	Colonie	Aug. 25, 1912	Nov. 18
Mangan, Owen (P)	Watchman	Carbondale	May 1, 1883	Jan. 28
Maschak, John	Mine Cave Watch'n	Moosic	Feb. 12, 1912	Feb. 21
Maxfield, Mitchell	Cr. Watchman	Smith's Basin	Oct. 16, 1923	May 1
May, William W. (P)	Clerk	Whitehall	Jan. 12, 1880	July 18
McCormack, Patrick (P)	Loco. Cleaner	Saratoga	July 1, 1872	July 28
McCoy, John N.	Engineer	Green Island	Nov. 1, 1885	Jan. 13
McGowty, Elisha	Laborer	Carbondale	May 10, 1918	May 22
McGrath, John	Cr. Watchman	Glens Falls	July 18, 1922	Nov. 30
McHugh, William M.	Jan. & Asst. Bag'm	Scranton	Dec. 14, 1924	Jan. 5
McInnes, Fred	Car Repairer	Whitehall	Oct. 30, 1922	Aug. 19
McIntosh, Belle I.	A. R. A. Bill'g Clk.	Oneonta	Mar. 30, 1925	Apr. 4
Merrill, Milton G.	Fireman	Susq. Division	July 1, 1903	July 30
Mitchell, Thomas	Trucker	Albany	May 15, 1893	Apr. 13
Morando, Samuel (P)	Cr. Watchman	Mechanicville	July 1, 1917	May 10
Mosier, Horace L.	Trainman	Fort Edward	Apr. 3, 1900	Dec. 6
Mullaly, John	Engineer	Oneonta	Feb. 1, 1890	June 1
Myers, Frank A. (P)	Engineer	Saratoga	Oct. 18, 1879	Aug. 4
Nicholas, Louis	Cr. Watchman	Parsons	Dec. 10, 1926	Sept. 20
Noe, John F.	Agent & Telegrapher	Cohoes	July 1, 1889	Apr. 23
Noonan, Timothy	Trucker	Whitehall	Apr. 16, 1918	Nov. 5
O'Hara, James E.	Cr. Watchman	Green Ridge	June 1, 1919	Jan. 13
Olver, Edward M.	Engineer	Carbondale	Sept. 13, 1893	Mar. 18
Pizuole, Luigi	Trackman	Schenectady	Apr. 9, 1925	Mar. 4
Ports, George L.	Riveter	Green Island	July 6, 1922	Dec. 25
Powell, Thomas	Gateman	Moosic	Dec. 16, 1918	Jan. 17
Price, Addison (P)	Blacksmith	Oneonta	Aug. 1, 1880	May 24
Quinn, Joseph P.	Caller	Carbondale	July 5, 1923	Dec. 13
Rawlins, William	Laborer	Colonie	Nov. 12, 1923	Oct. 10
Reed, Fred	Cr. Watchman	Whitehall	May 23, 1924	Dec. 20
Rice, William E.	Painter	Albany	Oct. 1, 1890	May 16
Rice, William I.	Cr. Watchman	Waterford	Dec. 1, 1928	May 21

The Roll

(Conc'uded)

NAME	OCCUPATION	LOCATION	DATE ENTERED	DATE DIED
Ricketts, Thomas J. (P)	Engineer	Oneonta	Aug. 1, 1886	Apr. 17
Riley, J. Richard	Cashier	Oneonta	July 24, 1919	Jan. 16
Rockenstire, William G.	Clerk	Colonie	June 18, 1900	Sept. 26
Roser, Charles	Cr. Watchman	Scranton	Nov. 13, 1927	June 3
Runyon, Hiram H.	Conductor	Oneonta	June 28, 1892	June 7
Ryan, Edward B.	Storekeeper	Mohawk	Mar. 5, 1918	Aug. 21
Ryan, Edward J.	Gang Leader	No. Albany	Sept. 25, 1922	Aug. 24
Ryan, John	Janitor	Colonie R. H.	Nov. 1, 1917	May 20
Ryan, Matthew J.	Mine Cave Watch'n	Moosic	May 1, 1876	Nov. 22
Sadler, Frank J. (P)	Baggageman	Saratoga Division	Sept. 1, 1881	Oct. 3
Schirck, George, Sr. (P)	Engineer	Saratoga Division	July 1, 1887	July 5
Scott, John H.	Cr. Watchman	Saratoga	Nov. 8, 1918	Aug. 21
Seeley, Harold L.	Caller	Binghamton	Oct. 6, 1922	May 24
Serls, Willet	Shop Laborer	Colonie Shops	Sept. 16, 1924	Aug. 23
Sexton, S. Howard	Yardmaster	Oneonta	Aug. 1, 1904	Oct. 8
Sheehan, Joseph E.	Carpenter	Carbondale	June 22, 1925	Feb. 12
Shiggins, Fred	Cr. Watchman	Saratoga	July 1, 1921	Jan. 21
Shook, Stephen	Stevedore	Mechanicville	May 1, 1916	Jan. 31
Sill, William C.	Asst. Sig. Supvr.	Albany	June 20, 1888	Jan. 18
Skinner, Peter	Trackman	Plattsburg	June 7, 1926	Oct. 5
Small, Michael	Car Repr. Helper	Green Island	Oct. 16, 1922	June 22
Smith, John T. (P)	Asst. Gen. Repair'n	Green Island	July 1, 1900	Nov. 12
Smith, Roland	Blr. Insp. & Gang L.	Carbondale	Dec. 21, 1925	Nov. 30
Smythe, Edward H. (P)	Engineer	Colonie	July 22, 1873	Dec. 23
Spencer, Addison M. (P)	Agent	Schoharie Junction	July 16, 1882	Oct. 2
Sprong, J. White	Purchasing Agent	Albany	June 1, 1874	Jan. 5
Stowe, John T.	Cr. Watchman	Saratoga	Nov. 9, 1919	Dec. 22
Stratton, Edward D.	Night Watchman	Plattsburg	May 15, 1889	July 15
Strong, Ellis L.	Road Hostler Hlpr.	Oneonta	Dec. 2, 1916	July 30
Sweeney, Joseph	Shop Laborer	Colonie Shops	Feb. 11, 1916	Nov. 20
Tacey, David	Carpenter	Plattsburg	May 11, 1922	Sept. 16
Thornburn, William (P)	Carpenter	Oneonta	May 1, 1881	Apr. 6
Tolerico, Fred (P)	Cr. Watchman	Carbondale	Dec. 16, 1912	Nov. 30
VanDenburg, William	Trainman	Whitehall	Oct. 23, 1917	Sept. 27
VanDervoort, Cornelius (P)	Engineer	Oneonta	Oct. 1, 1872	Mar. 30
Van Wie, J. Lorenzo	Caretaker	Elsmere	Jan. 16, 1926	Jan. 27
Vogel, Joseph	Shop Laborer	Colonie Shops	July 30, 1923	Nov. 8
Wagstaff, Arthur	Clerk	Scranton	Nov. 7, 1922	Oct. 30
Warren, Kenneth E.	Jr. Transitman	Plattsburg	July 1, 1928	Nov. 11
Warren, Patrick (P)	Section Foreman	Susq. Division	May 1, 1867	Jan. 19
Washburn, Joseph	Fire Patrolman	Corinth	Oct. 27, 1922	Mar. 20
Wells, John (P)	Carpenter	Oneonta	May 1, 1890	Oct. 28
White, Fred H.	Division Clerk	Albany	Sept. 23, 1895	Feb. 9
Whitman, Charles M.	Switchtender	Rouses Point	Mar. 28, 1918	Mar. 20
Wills, Henry P. (P)	Patrolman	Carbondale	July 1, 1871	Nov. 8
Winnie, Corbin	Fireman	Saratoga	Oct. 1, 1881	Nov. 25
Winslow, Charles E.	Section Foreman	Corinth	Apr. 1, 1912	Jan. 28
Wise, Leslie A.	Trainman	Oneonta	Mar. 17, 1910	Nov. 21
Wygant, William	Machinist	Colonie Shops	Oct. 4, 1922	Oct. 18

(P) Denotes pensioned employee.

Requiescat in pace

Taylorism

That There is "One Best Way" of Doing Every Act is its Underlying Idea

By W. J. COUGHTRY, *Recorder*

(Continued from last issue)

WHAT came to be known as the "Taylor system" is the system of practices Taylor built up as a gang boss, foreman and engineer. Under his system each workman would receive his orders from perhaps a half dozen experts. One told him what job to do next, or in what order to do a series of jobs. Another instructed him as to the nature of the work, or the article to be worked on. Another saw to the upkeep of the machine; another fixed the speed of the machine; another fixed the piece rate; another judged the quality of the work, and so on. Behind each of these experts or "functional foremen" was a special management department of which he was the mouthpiece so far as the workman was concerned. The rigid and literal working out of this "management-by-expert" system had usually to be modified more or less in practice on account of the friction and confusion in which it became involved.

Taylor left the Midvale Company in 1890 to accept more advantageous employment in the paper industry with the Manhattan Investment Company. This company was formed by a New York syndicate, headed by William C. Whitney, to manufacture sulphite fibre under a German process. Two mills, one at Madison, Maine, and one at Appleton, Wisconsin, were constructed under the supervision of Taylor and Admiral Robley D. Evans. Upon Evans' recall to naval duty in 1891, Taylor became general manager and operated the mills. After two years of operation without profit, Mr. Whitney engaged Mr. R. Somers Hayes, later a member of the Board of Managers of THE DELAWARE AND HUDSON COMPANY from May 11, 1897, until his death on March 2, 1905, to investigate the affairs of the company and endeavor to put it on a paying basis. His investigation disclosed that production costs, charged to Taylor's extravagance and management methods, largely exceeded the prices received for the product. On the other hand, Taylor asserted that these high costs were the result of exaggerated claims made by the developers of the German process. Taylor was replaced in 1894 by a new manager, but the affairs of the company were already in such a condition that the appointment of a receiver finally became

TO OFFICERS AND EMPLOYEES:

It has been said that "there are three things against which the wit of man struggles in vain: stupidity, bureaucracy and catch-words."

There are three words, Taylorism, Mass Production and Rationalization, that threaten to become catch-words.

It is important that all of us learn their true meaning that we may use them intelligently and recognize the errors of those who use them as catch-words.

Mr. Coughtry has made a painstaking study of these terms, the results of which will appear serially in the "Bulletin", and we should all benefit from his labors.

L. F. Loree

President

necessary. Both mills were sold by the receiver in 1901 and have since continued in successful operation.

Science in Handling Materials

IN 1898 the Bethlehem Steel Company, discovering that the output of its forge and machine shops was considerably out of balance, engaged Taylor to reorganize the management and methods of its largest machine shop and the foundry. With a large corps of assistants, Taylor made exhaustive motion and time studies of the various operations securing many beneficial results, the most outstanding of which was in the handling of coal, ore and pig iron. Taking some of the better shovelers, Taylor worked them on each of these materials using different sizes of shovels under varying conditions. From the record kept of every phase of the work he determined that the best results were obtained with a shovel load approximating 21 pounds. Special shovels were then secured, each designed to hold 21 pounds of the material for which it was to be used. His practice was to take the standard established at Midvale by Mr. Brinley—80% of the average of the best class of workers— and then pay a bonus for work in excess. Although he did not claim to have invented the bonus system in wage payments, Taylor, seeing its advantage in turning out more product in the same number of hours with the same number of men, introduced it at Bethlehem, materially benefitting both the company and the men.

Among his experiments at Bethlehem, which Taylor once stated numbered nearly 50,000 that had been recorded and many others of which no record was kept, was the discovery of the Taylor-White process of heat treatment which increased the cutting efficiency of tool steel 100 to 200 per cent. As a result of this discovery Taylor established a set of standard cutting tools for the commonest kind of machine operation. This heat-treatment process, and the tools treated by it, are now used in almost every machine shop in the world. Taylor's paper which he afterward published in a book on the Art of Cutting Steel revolutionized the steel tool industry. His contributions to industry have been very real and enduring.

Taylor's idealism and his desire to attain absolute perfection prevented the utilization of many of his improvements increasing production. Dissatisfied with the result of these experiments, Taylor, instead of continuing with production increases obtained until still further improvements could be effected, immediately abandoned them and began new experimentation. As a consequence, Taylor was able to increase production only spasmodically on individual pieces of work. In a few instances these increases were as high as 100 per cent, but the gross production remained practically stationary. Mass production, the modern method which has since been developed in much of our production, was not in Taylor's purview, but only the alleviation of the worst errors of the formative stage of factory practice.

After more than two years of Taylor's experimentation and functional type of management, the Bethlehem Company gave up the trial, although it retained and still continues to use many of his improved methods. Taylor's consequent withdrawal from Bethlehem dealt his system a blow from which it has never recovered. The manufacturing industry as a whole, if not actually hostile, was at least reluctant to give a trial to the Taylor ideals and methods, many of which they inferred had been practically discarded at one of the largest steel plants in America, but the principles he developed still stimulate industry and a search will disclose many of his practices.

Upon leaving the Bethlehem Company, Taylor withdrew from active installation of management methods. From that time until his death, on March 21, 1915, he devoted himself entirely to transmitting his principles and methods to others through writings and addresses.

The "Taylor School"

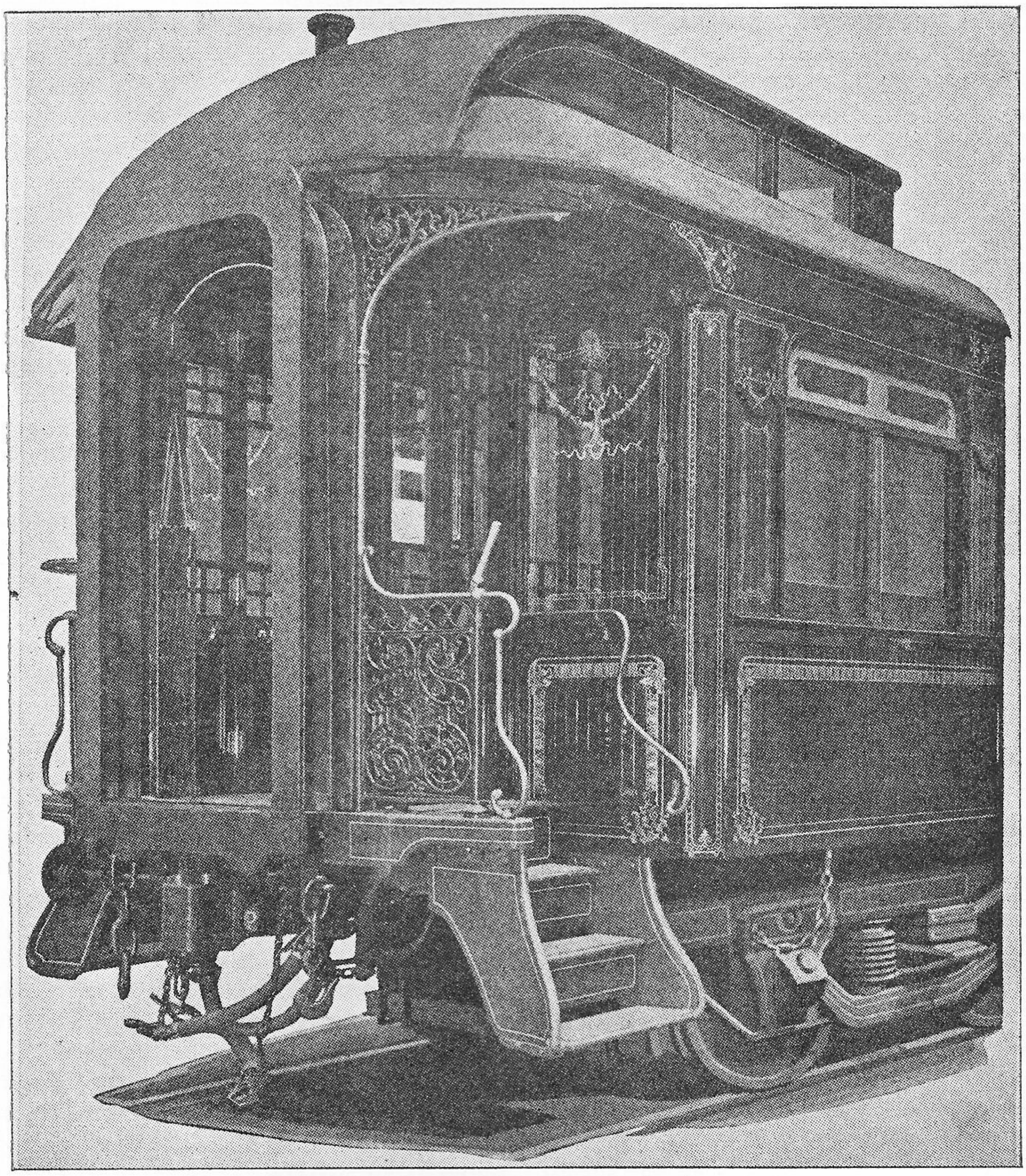
AFTER Taylor's retirement a number of his followers took up his work. These men became known as the "Taylor School" in management methods work, because they were largely guided by their close association with the leader of the movement. These workers developed many modifications of Taylor's scheme, all of which retained the setting up of a standard time by time study, and provided that the rate of pay as an incentive should increase with the efficiency needed to accomplish the task.

Taylor himself, and later some of his followers, made extravagant claims that his methods would solve the labor problem. Not only did this result fail to materialize, but the attitude of labor, suspicious at the outset, soon hardened into declared antagonism. The introduction of Taylor's system in the Watertown, Mass., arsenal resulted in a serious strike in 1911, and the Labor Unions secured Federal legislation prohibiting "stop-watch" time study and the use of standards of performance and of remuneration, derived by time study, in arsenals and other government enterprises.

(Continued on page 29)

Why the Vestibule?

Originally Designed to Guard Against Telescoping of Wooden Cars, it Also Provides Safe Passageway Between Units of our Modern "Steel Fleets"



First Vestibuled Passenger Car

WHEN the Chicago Museum of Science and Industry, founded by Julius Rosenwald, is opened to the public one of the transportation features of great interest will be found in the Pullman exhibit. It will be a duplicate of the first vestibule that appeared on a Pullman car—and that also implies all rolling stock—44 years ago.

The Pullman vestibule was regarded in 1887 as one of the greatest mechanical safeguards invented for railroading. This year finds it held in the same estimation and with nearly all railway passenger cars equipped with it.

Perhaps most passengers of 1931 believe the chief purpose of the vestibule is to furnish a hall-

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A Niche for You

THERE'S a niche for you in the world, my friend,
A corner for you to fill;
And it waits today along life's way,
For the one with a frank, "I will!"
So, friend, be true; the world wants you
In the corner that you may fill.

—*Anon.*

"We Wonder"

THE caption, "We Wonder," has become a familiar introduction for columnists on occasion when the muse is on vacation or enjoying a game of golf. It has become a most affable substitute, and numerous and sundry are the problems harassed members of the fourth estate can find to wonder about. They wonder this and they wonder that. Consequently, in order to fill up an editorial column in this issue, we are going to do a little wondering ourselves.

"We Wonder" why the 2,000,000 railroad men and women in this country do not appreciate more accurately the growing aggression against railroad income? As a sequel to this plunge into the list of "We Wonderers" we are going to wonder again what is going to become of that large number of men and women whose business education has been confined to the work of railroading when the railroads have been so depleted as to have become effete in caring for the country's transportation needs?

While sober thought will convince one that the railroads will always be the principal means of transportation, laid as they are upon a foundation that has existed almost since the beginning of our country's history, having been extended until today they traverse our nation from end to end; nevertheless, the bald fact is equally as apparent that although the railroads are still the most reliable, and, all things considered, the most convenient mode of transportation, they can no longer rely upon the mere superiority of speed to control business. The monopoly of time is no longer theirs. They are challenged as never before in their history. The automobile and the airplane, able as they are to travel from starting point to destination with few intermediate stops, are now the equal, if not the superior, of our railroads in the matter of speed. But the railroads are still, and always will be, the superior of all conceivable means of transportation in the matter of volume and reliability. It is therefore no insignificant or mythical problem with which railroad men of today are faced, but rather such a one in which every individual, whose livelihood is derived from the ability of our railroad managements to operate continuous and uninterrupted service, has an interest. It is true, during the past ten years, even in the face of a constant falling off in gross income, the railroads through unprecedented efficiency in management, have been able to maintain a fair level of net revenue. Efficiency means "cutting corners," or, shall we say, rendering maximum service at minimum cost?

But efficiency in railroad operation must extend further than the management. Its growth must begin with the office boy and include every class of railroad occupation from track laborer to president. And this efficiency, if it is to bring about the necessary results, cannot be restricted to the narrow confines of a particular job—it must be sufficiently pliable to include the consciousness that the general welfare of our railroads of today is of paramount interest to every railroad man. It should be broad enough to induce him to go out of his way to persuade the shipping and traveling public to use the railroads in the transportation of themselves and their business; to use their influence in promoting just regulation and limitation of taxation.

The future of our railroads is just as much a matter of concern of labor as it is of capital.—*The Courier.*

We think great crowds assemble in America—75,000 to 100,000 at intercollegiate football games, etc. But at a recent religious gathering at Allahabad, India, 4,500,000 people assembled.

Removing Splinters

NONE of the small accidents to which everyone is liable is more annoying than to have a sliver of wood stuck in the hand. Moreover, it is very painful if not promptly removed. If the wood of the splinter is soft, its removal is not easy if attempted with a needle or other sharp instrument. Steam, however, may be employed, without inconvenience or pain, and is very effective. A wide-mouthed bottle, such as a milk bottle, should be filled nearly full of water as hot as the glass will stand, and the injured part placed over the mouth of the bottle, pressing down slightly, and preventing any steam from escaping. This will cause the flesh to be drawn down, and in a minute or two the steam will extract the splinter, meanwhile relieving all inflammation. This is a simple bit of information, but well worth possessing.—*Youth's World.*

Taylorism

(Continued from page 26)

In 1910, some of these workers attempted to introduce their methods in railroad work. Startling announcements were made during the hearings before the Interstate Commerce Commission in the so-called "Eastern Rate Case," an investigation of advances in rates by the railroads in Official Classification territory. The claim was made by one witness that by the introduction of scientific management much more than the advances made in wages of railroad labor could be saved, and that from a careful analysis and computation he was satisfied that not less than $300,000,000 annually could be saved by the proper application of these methods to the business of railroading in the United States. The value given these claims is expressed in the words of the commission itself in its decision in the case, as follows:

> "It is difficult to see exactly what application the Commission can make in this case of this testimony. The witness who apparently had most to do with originating and applying these methods testified that they were in actual operation in not over one-tenth of one per cent of all the manufacturing establishments of this country. The system is everywhere in the experimental stage. To some extent it has been tried and is now being tried by our railways. The representatives of railway labor who appeared before us stated that these methods could not and should not be introduced into railway work. Upon these records we can hardly find that these methods could be introduced into railroad operations to any considerable extent, much less can we determine the definite amount of saving which could be made. We cannot, therefore, find that the defendants (the railways) could make good any part of these actual advances in wages by the introduction of scientific management.

"Taylor Society" Organized

FOLLOWING the Commission's decision in the "Eastern Rate Case," the young engineers in the Taylor School, finding also hostility to the Taylor theories and methods in the American Society of Mechanical Engineers, organized on November 11, 1910, a society for the discussion and promotion of scientific management. Although a formal organization was not effected, meetings were held at intervals for two years. On November 7, 1912, a formal organization was effected, which was named "The Society to Promote the Science of Management." In 1916, the name of the society was changed to "Taylor Society," in honor of Mr. Taylor, who had died in 1915. Its activities were almost completely suspended during the World War.

After the armistice in 1918, a reorganization of the society took place and a central office with a salaried executive was established in New York City. The society, according to its constitution, renders a service to its members in affording them "the opportunity to discuss the problems of administration and of management with equally competent and serious students of such problems." It also maintains a bulletin concerned with fundamental problems of management; clears data concerning these problems through its central office; helps to secure managerial personnel required in member's organizations, and aids generally in developing their management methods in a comprehending and systematic environment. It also renders a social service in the promotion of management ideals as an essential of greater production, in a question of administrative vision, and to inspire a greater number of plants "to promote the development of fundamentally sound production methods."

In Railroad Accounting

THE Taylor Society has also invaded the field of railroad accounting. At the request of one of the Interstate Commerce Commissioners, some of its members presented evidence at a hearing on the proposed general revision of accounting rules for steam railroads. The witnesses presented by the society, disclaiming generally any experience in the railroad business, gave only theoretical opinions and broad generalizations on the derivation of

cost units by a close analysis of operating facts based upon observation and experiment; summaries or reports from the unit data determined by the needs of the particular managerial requirements, and urged that cost finding should be dynamic rather than static and should be subject to continual study, modification, and expansion to meet developing needs. It was admitted that the methods of cost finding differed with each class of operations, that the railroad industry was difficult to classify, and that it was most important "not to try to do the whole thing at once." The presiding commissioner in his conclusions in his proposed report to the full commission questions the preferability even theoretically of continuous routine cost findings to special cost studies and recommends "that the commission find that it is not justified on this record in prescribing a system of continuous routine cost accounting, with accompanying statistical requirements."

The representatives of the railways expressed unalterable opposition to any form of continuous routine cost accounting. They feel it cannot in practice be applied to the railroad industry which differs essentially from private enterprise generally. Its product is a service which must be rendered regardless of conditions and therefore has not the same flexibility in the control of output and operating conditions as exists in most manufacturing plants. It destroys the identity of many expenditures, suggest new statistics, and would ultimately produce only arbitrary results at prohibitive expense which would be unwarranted and useless.

The present railroad accounting systems have been slow growths based on accumulated experience, are meeting the situation fairly satisfactorily, and no occasion exists for a radical and untried departure that would further complicate and expand them. The opinion of the presiding commissioner, in his conclusions, was: "We (the commission) are not directly responsible for the management and operation of the railroads, and it may at least be doubted whether we would be justified in imposing a new accounting system upon them merely for the purpose of achieving results in efficiency and economy which their executives believe can be better attained in other ways. The conclusion may properly be reached, therefore, that upon present information no new system of accounts, such as is proposed, should be imposed solely as a possible means of securing greater operating efficiency and ecomony."

Though flattery blossoms like friendship, there is a vast difference in the fruit.—*Socrates.*

Why the Vestibule?

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way between cars. That is one reason for its existence, but it is a subordinate one as the original idea was to produce a device that would reduce to a minimum "telescoping" of cars in case of collision, and to increase easy riding by making the train a more rigid unit. This phase of the invention was told by James Wares, former manager of Calumet Repair Shops, but in 1887 a body builder at the Pullman Car Works. He carried out the plans of General Manager H. H. Sessions in the experimentations.

"Mr. Sessions' first effort was toward an anti-telescoping plate," said Mr. Wares, "and this was fastened to the platform by means of steel uprights braced by angle irons. When a satisfactory anti-telescoping device had been completed, the rest of the vestibule developed sequentially. It was natural to think of covering the braced uprights, and then the doors were placed and the vestibule was practically complete. Moreover, the passage way was not a new feature, having been used on Siberian trains because of the intense cold in winter. Many persons do not know that Mr. Sessions' patent was granted on the mechanism, and not the vestibule proper."

It will be noted the first vestibule but slightly exceeded the width of the car door. It was collapsible and of mahogany with beveled glass. The full car width vestibule, as of today, was developed in an emergency. President Grover Cleveland had to make a railroad trip and several rear platform speeches, but had a bad cold and the weather was raw. Harry M. Pflager, vice-president of the Commonwealth Steel Company, then a mechanical inspector, in 48 hours turned out an enclosed rear platform made of vestibule doors, some of which folded back when oratory was needed.—*Pullman News.*

The speed record for transcontinental rail travel is held by the Canadian National Railways, one of the system's oil-electric cars having crossed from Montreal to Vancouver, about 3,000 miles, in 67 hours.

Nervous Patient—Will the anesthetic make me sick?

Doctor—No, I think not.

Nervous Patient—How long will it be before I know anything?

Doctor—Aren't you expecting too much of an anesthetic?

Clicks from the Rails

Train's 40th Anniversary

On October 27, 1930, the Empire State Express, crack train of the New York Central, started its fortieth year. It was this train that Charles H. Hogan drove at the rate of 112.5 miles per hour for one mile in 1893 to set a world's speed record, which stood for many years. Counting runs in both directions between New York and Buffalo, it has traveled 10,748,000 miles or forty-five times the mean distance from the earth to the moon. Of the initial train and engine crews three men survive, the engineer, now manager of the Department of Shop Labor at Buffalo; D. W. Fowler, trainman, now a conductor; and Victor Block, porter, who retired a few months ago.

* * *

"Musical Mike"

When the residents along the rail line between Memphis and Sheffield, Ala., complained about the shrill locomotive whistles, they little dreamed that they would soon be listening to Southern folk tunes, played by a "musical engineer." A ten note calliope was installed on "Mike" Brady's engine and he soon discovered that he could play "Dixie," "Casey Jones," "Alabama Bound," and many others. On the return trips he adds "Home, Sweet Home" to his program. Now his calliope is as popular as his whistle was unpopular before.

* * *

Devotion to Duty

For years the faithfulness of railroad employees has formed the theme for countless stories and newspaper items. Not long ago Caleb Gibbard, Towerman on the Michigan Central at Hammond, Ind., was taken seriously ill while on duty. His is a busy crossing to watch, and his last act when he realized the approach of death was to lower the gates of his crossing. This is but further proof that the tradition of the faithfulness of railroaders is as true now as ever.

Buenos Aires' Subway

Even the recent revolution did not halt the completion of the Lacroze Subway, the first modern rapid-transit tube in South America, opened for traffic in Buenos Aires, Argentina, a short time ago. American capital financed and American engineers built the $20,000,000 project, in which five and one-half miles of double track were completed in the record time of 21 months. Laborers were recruited from 34 nationalities.

* * *

Traveled 3,499,748 Miles

During the fifty years that he has been in the express business, Messenger George E. Feist, of Monett, Mo., estimates that he has traveled 3,499,748 miles by rail. At present he is handling a run on the Frisco Lines out of Monett. Mr. Feist was recently awarded the Railway Express Agency's service medal in recognition of his half century as an expressman.

* * *

Where Shrimps Come From

One of the busiest railroad stations for its size in the country, from a Railway Express Agency standpoint, is Biloxi, Miss., from which as many as 120 barrels of shrimps are forwarded on a single train in May. The employees at that point have become so proficient in handling the barrels that passenger trains are delayed only a few minutes by the loading operations. During a demonstration for newspaper men, 76 barrels, with a net weight of 9,500 pounds were loaded into express cars in six minutes.

* * *

Indian Chief—Engineer

At the throttle of a locomotive on the Great Northern, operating out of Superior, Wisconsin, sits one of the few full-blooded Indian engineers in the country. John Arten is a Chippewa, and, as one of the chiefs of his tribe, he has frequently made trips to Washington, D. C., in the interests of his people.

Novel Record

Born and raised in Elmira, N.Y., drove locomotives 1,152,000 miles — upwards of 46 times around the world — in forty years, all within the city limits, retired, living in the same city and proposing to spend the balance of his days there, enjoying the companionship of his family and his home, is the unique record of Daniel O'Brien, engineman on the Delaware, Lackawanna & Western. After a short period as engine wiper, Mr. O'Brien "graduated" to the rank of engineman, and for forty years operated a yard engine, which accounts for the peculiar fact that he traveled so far in so small a radius.

* * *

"Flying Clerk"

Stella Walsh, New York Central Clerk at Cleveland, Ohio, is probably the swiftest railway clerk of her sex in the world. At the national championship track meet for women at Dallas, Texas, she won three individual championships by running the 100-yard dash in 11.1 seconds, the 220-yard dash in 25.4 seconds, and by leaping 18 feet, 9¾ inches in the broad jump. All this was done in the face of strong competition, such as Betty Robinson, Olympic dash champion.

* * *

All Records Broken

A remarkable feat took place on the Great Western, England, recently when the "Cheltenham Flyer," booked to run the 77.3 miles from Swindon to Paddington in 70 minutes, start to stop, had a late start and covered the distance in 65.5 minutes. This fine achievement brought the average speed, start to stop, from 66 to 71 miles per hour, and was even more remarkable than appears on first sight, as a signal check at Iver brought the speed for a short distance down from 80 to 53 miles an hour. Fifty consecutive miles were run at an average speed of 78 miles per hour, while a speed of 82 miles an hour was maintained for several miles near Didcot.

A Man Is A Success

WHEN he refuses to slander even his enemies;

When he does not expect to get good pay for his service;

When he does not wait until tomorrow to do the things that should be done today;

When he is loyal to his employer and not false to the ones with whom he works;

When he intelligently co-operates with the other members of the organization;

When he is studying and preparing himself for a higher position with better pay.—

—*The Silent Partner.*